



Donnie W. Evans, Ed.D.
State District Superintendent

Central Office Staff Meeting

March 17, 2014

90 Delaware Avenue (Cafeteria)

3:00 p.m.

AGENDA

Welcome

Jacqueline Jones
Chief of Staff

Employee of the Month

Eileen Shafer
Deputy Superintendent

Affirmative Action Overview

Tyeshia Hilbert
Affirmative Action Officer

Budget/Impending Reductions


Donnie W. Evans, Ed.D.
State District Superintendent

Q & A



Donnie W. Evans, Ed.D.
State District Superintendent

INTERNAL MEMORANDUM

To: Paterson School Board
From:  Donnie W. Evans, Ed.D.
Re: Materials for March 13, 2014 Budget Workshop
Date: March 13, 2014

Attached are items designed to inform today's Budget Workshop for the Board. They include items requested by members of the Board as well as items I chose to add for discussion purposes. They are:

1. Memoranda to district and Department of Education staff communicating considerations and action steps taken associated with the district's "cliff planning" initiative including:
 - a. The creation of a Transformation Planning Steering Committee and a cliff planning workgroup to advise the Board and the Superintendent on funding priorities and budget reduction strategies.
 - b. Hiring freezes at both district office and schools.
 - c. Initiating the annual "close-out" of spending from the current year's budget.
 - d. Reducing district office administrative staff by 25% or five million dollars.
 - e. Reducing our non-salary budget by \$25 million.
2. A draft of "BOARD OF EDUCATION GOALS & PRIORITIES - March 5, 2014" that includes priority considerations for funding and implementation communicated by the Board in our March 5, 2014 Workshop Meeting. The document also includes a tentative timeline for development and implementation of priority items.
3. Executive summaries or abstracts of program evaluations completed for district programs and initiatives including:
 - a. The University of Pittsburgh's Institute for Learning
 - b. The Paterson Effective Schools' Model (School Culture) Surveys
 - c. The Full Service Community Schools' Program
 - d. District's programs for students with disabilities (special education)
 - e. District's programs for English Language Learners (ELLs)
 - f. Process Redesign—The American Productivity Quality Center (APQC)
 - g. District's Guidance and Counseling Program

4. A list of district-driven transformation initiatives and their costs for the 2013-2014 school year.

Questions and comments about the information represented in this material are invited.

Attachments

c: Superintendent's Cabinet



PATERSON PUBLIC SCHOOLS



Office of the State District Superintendent
90 Delaware Avenue, Paterson, NJ 07603
Office: (973) 321-0980 Fax: (973) 321-0470

Donnie W. Evans, Ed.D.
State District Superintendent

INTERNAL MEMORANDUM

To: Paterson School Board
Superintendent's Cabinet
Principals

From: *DWE*
Donnie W. Evans, Ed.D.

Re: Cliff Planning

Date: March 14, 2014

The Paterson Public School District has been very successful in accomplishing its goal to improve student achievement. The Bright Futures Strategic Plan and, more recently, seven major transformation objectives aligned with the Plan have sharpened our focus on specific strategies that have resulted in increased performance on HSPA and NJASK, increased graduation rates, higher percentages of our graduates applying for and gaining admission to colleges and universities, and much more. The seven objectives are:

- 1) Building healthy school cultures & climates
- 2) Redesigning critical processes & procedures
- 3) Revising teacher & administrator evaluation systems
- 4) Implementing the Common Core State Standards
- 5) Implementing high impact academic interventions for low performing students
- 6) Strengthening the district's assessment system
- 7) Building capacity among staff
 - o Teachers
 - o Principals & vice-principals
 - o District administrators & supervisors

For the 2013-2014 school year, objective #2 (Redesigning critical processes & procedures) was replaced with "Efficient and responsive district operations." The district's Annual Report for the 2012-2013 school year includes in much greater detail specific strategies associated with each objective as well as process and academic outcomes that are the result of this work.

Also worthy of note is the tremendous progress the district has made in improving its fiscal operations. Recall that related to our most recent annual audit, the auditor noted that "For the years that I've been doing this audit, this is the first time that we have issued a report that didn't have significant deficiencies or material weaknesses in

internal controls. That's a major accomplishment. It's a tremendous improvement from where we've been and I really have to commend the finance committee for keeping everyone's feet to the fire and the administration for following through on the corrective action plans related to prior year audits. In addition, there are no repeat recommendations in this audit. Again, that's a first."

Attached is a memorandum to the Paterson School Board, the Superintendent's Cabinet, and all principals dated February 19, 2014. This correspondence states that while the district has experienced tremendous success in improving its fiscal operations (as well as academic outcomes) in recent years, we continue to face a fiscal cliff in the coming years. It also lists steps already in progress to reduce or eliminate our dependency on excess or carryover funds from previous years to balance budgets in future years.

As we commence with cliff planning, please be mindful of the following considerations and cautions:

1. The fundamental challenge for the district relative to "cliff planning" is continuing to improve student outcomes with fewer funds to support highly effective initiatives and interventions that have proven to be effective in bringing about improvements. Indeed, the challenge becomes even greater when increasing expenses (benefits, utilities, maintenance for aging facilities, etc.) are considered. "However, as previously communicated by me, our district must make serious adjustments to live within our means."
2. The district is involved in highly sensitive contract negotiations with the teachers' union and principals' association and in the near future, contracts for other employee groups will need to be negotiated. These negotiations become even more sensitive or delicate when the focus is on how many staff may be impacted by staff reductions.
3. The district has engaged a community based steering committee to advise the prioritization of budget reduction strategies and to assist with the identification of strategies for the Board and my consideration. It is important that this group be allowed to do its work before final decisions are made by staff or me.

The following items represent the district's approach to the mammoth task of cliff planning:

1. A number of steps have already been taken (some included in the attached memorandum dated February 19, 2014) such as:
 - a. Fully executing my commitment to reduce district-level staff by 25% by June 30, 2014. The organizational chart is expected to change as a result of this action.
 - b. A hiring freeze on all non-essential district-level administrative positions became effective February 20, 2014.
 - c. The inclusive planning structure has been instituted to advise and provide guidance to the development of short- and long-term strategies for ensuring that the district continues to be fiscally solvent and avoid the impending cliff two years from now. This structure includes:
 - i. A Steering Committee composed of key community stakeholders representing institutions of higher education, the faith community,

- the Chamber of Commerce, New Jersey Community Development Corporation, and others (see attached list).
- ii. A Cliff Planning Workgroup has been assembled to conduct the work of brainstorming or researching potential budget reduction strategies. Membership includes internal district stakeholders (teachers, principals, etc.) as well as community stakeholders.
- iii. It is anticipated that the work of the Steering Committee and Workgroup will continue into the summer. Recommendations from the Steering Committee and Workgroup will advise decision-making by the Superintendent and School Board.
- d. Each division chief, assistant superintendent, executive director, or director has already identified items to remove or reduce in their budget to contribute to the accomplishment of reducing \$25 million from the non-salary budget.
- 2. As cliff avoidance strategies are identified, each will be vetted with the Cliff Planning Workgroup and ultimately with the Transformation Steering Committee, the Board, and myself. We will continue to prioritize the items already on the list and add additional strategies as they emerge.
- 3. The budget close-out date which effectively ends spending from the current year's budget each spring will occur March 14, 2014.

Finally, an additional step I am enacting, effective the date of this memorandum, is a limited hiring freeze at the school level which impacts instructional, non-instructional and administrative positions. The parameters of this freeze are as follows:

- 1. With the exception of designated critical shortage areas and math and language arts teachers in grades 3-8, when an instructional or non-instructional position is vacated, an appropriately certificated temporary replacement will be hired to complete the current school year.
 - a. Critical shortage areas as determined by the Superintendent include special education, ELL, middle school math, and high school science. These areas are not impacted by the freeze and will be filled with permanent candidates as soon as they can be hired consistent with the district's hiring procedures.
 - b. Math and language arts vacancies for grades 3-8 will not be impacted by the freeze until May 5, 2014.
 - c. Contracted custodial staff assigned to schools are not impacted by this freeze.
- 2. Administrative vacancies that emerge in the schools will also be filled temporarily through the end of the current year.

Questions regarding this endeavor should be directed to my office via Maria Parrilla at 973-321-0980 or mparrilla@paterson.k12.nj.us.

Attachments (2)

c: Mr. Glenn Forney
Ms. Photeine Anagnostopoulos
Mr. Scott Rixford



PATERSON PUBLIC SCHOOLS



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Donnie W. Evans, Ed.D.
State District Superintendent

MEMORANDUM

To: Administrators/Principals/Program Managers
From: *DWE* Donnie W. Evans, Ed.D.
Re: Fiscal Year 2014 Close Out
Date: March 7, 2014

The district is currently in the midst of the development of our fiscal year 2015 budget. It is necessary that we continue to take steps to live within our means; in other words, that our revenues from all sources are switched to cover all expenses.

As you are aware, I already announced a hiring freeze in my memorandum dated February 19, 2014. This memorandum is to communicate that the fiscal year 2014 close out process is underway. This means, effective Monday, March 10, 2014, the purchase of goods and services will cease for fiscal year 2014. There are specific exceptions as noted below. This action pertains only to Fund 11, 13 and 15 accounts. Grant expenditures in Fund 20 are not affected by this directive. Your cooperation in this matter is appreciated.

The exceptions that may be allowed for purchase of goods or services are described below along with the approval process that will be in place:

Special Education Services

Expenditures directly related to the students such as tuition, related services, and pupil transportation. These expenditures are limited to the amount in the current budget which is subject to modification throughout the budget transfer process.

Emergency Purchases

Expenditure requests for emergencies that affect the health and safety of the occupants of our school buildings and offices.

Instructionally Based Field Trips and Athletics

Expenditures for instructionally needed field trip admissions and pupil transportation, as well as athletic activities, will be honored.

Special Revenue Expenditures

Fund 20 approved programs (excluding Pre-School Education).

March 7, 2014

Planned Activities

Expenditures at the school or administration level that are well planned and expected as part of normal operations (i.e. graduation activities, facility maintenance arrangements like painting classrooms).

Approval Process

Neville Williams, our Supervisor of Purchasing, will return all purchase orders that do not meet the exceptions listed herein. There may be instances, however, that a certain purchase is vital to your program or operation. In these instances, principals/administrators must provide compelling and convincing rationale to support their request.

I am requesting that all administrators, directors, supervisors, and program managers review their balances in Special Revenue Funds (Fund 20) to assure that these funds are expended in accordance with the program plans. Prior year carry-over funds, where applicable, are to be charged first.

As always, thank you for your continued support as we continue to negotiate another year of challenging fiscal circumstances.



PATERSON PUBLIC SCHOOLS



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90 Delaware Avenue, Paterson, NJ 07503
Office: (973) 321-0980 Fax: (973) 321-0470

Donnie W. Evans, Ed.D.
State District Superintendent

INTERNAL MEMORANDUM

To: Superintendent's Cabinet
All Principals
School Board

From:  Donnie W. Evans, Ed.D.

Re: Hiring Freeze

Date: February 19, 2014

As you know, the district has made tremendous progress in improving its fiscal operations. Recall that related to our most recent audit, Jeff Bliss noted that "For the years that I've been doing this audit, this is the first time that we have issued a report that didn't have significant deficiencies or material weaknesses in internal controls. That's a major accomplishment. It's a tremendous improvement from where we've been and I really have to commend the finance committee for keeping everyone's feet to the fire and the administration for following through on the corrective action plans related to prior year audits. In addition, there are no repeat recommendations in this audit. Again, that's a first."

However, as previously communicated by me, our district must make serious adjustments to live within our means. In other words, it is imperative that we reduce our dependency on carry-over funds to develop balanced budgets annually for the district. To this end, steps have been initiated to accomplish this difficult task. They include, but are not limited to:

- 1) Fully executing my commitment to reduce district-level staff by 25%. This effort is intended to reduce the cost of district personnel included in state/local budgets. Excluded from this action is staff paid from federal or grant funds.
- 2) Imposing a hiring freeze on all non-essential positions.
 - a. Non-essential positions do not include most school-based instructional and administrative positions or non-instructional



- positions required for essential operations such as payroll, maintenance, etc.
- b. For positions that have already been approved, and the district has not offered the position to a candidate or the hiring process is otherwise incomplete, I will determine on a position-by-position basis whether to complete the hiring process.
 - c. For positions that are currently occupied by interim or temporary staff, a decision will be made to continue those individuals for an extended period or to discontinue the position.
- 3) "Right size staffing" for all schools for the coming school year.
- 4) An inclusive planning structure has been instituted to advise and provide guidance to the development of short and long-term strategies for ensuring that the district continues to be fiscally solvent and avoid the impending cliff two years from now. This structure includes:
- a. Steering Committee composed of key community stakeholders representing institutions of higher education, the faith community, the Chamber of Commerce, New Jersey Community Development Corporation, and more (see attached list).
 - b. A Cliff Planning workgroup has been assembled to conduct the work of brainstorming or researching potential budget reduction strategies. Membership includes internal district stakeholders (teachers, principals, etc.) as well as community stakeholders.
 - c. It is anticipated that the work of the Steering Committee and Workgroup will continue into the summer. Recommendations from the Steering Committee and Workgroup will advise decision-making by the Superintendent and School Board.

Please note that the hiring freeze noted above is effective Thursday, February 20, 2014. Questions regarding this endeavor should be directed to the Superintendent's Office via Maria Parrilla at 973-321-0980 or mparrilla@paterson.k12.nj.us.

Attachment

- c: Commissioner Chris Cerf
Mr. Scott Rixford

Transformation Planning Steering Committee Members

Name	Contact Number	E-mail
Chairperson Sterling, Irene (Ms.) Retired CEO Paterson Education Fund	(973) 519-0717 (cell)	isterling@paterson-education.org
Agard-Jones, Leslie (Dr.) Former Dean of the School of Education William Paterson Univ.	(551) 206-5082 (cell)	lai2733@gmail.com
Burns, Candace (Dr.) Dean of College Of Education William Paterson Univ.	(973) 720-2137 (office)	burnsc@wpunj.edu
Clayton, Kenneth (Rev.) St. Luke's Baptist Church/ NAACP President	(973) 768-8285 (cell) (973) 345-4309 (office)	kdrclayton@aol.com
Coke, Chris (Mr.) Director of Public Works City of Paterson	(973) 321-1488 (office)	mnieves@patersonnj.gov (Mirian Nieves – secretary)
Cortez, Lourdes (Ms.) President/CEO New Jersey Federal Credit Union	(973) 785-9200, Ext. 3339 (office)	lnoble@njfcu.org
Dade, Leah (Ms.) Executive Director Paterson Alliance	(973) 519-3655 (office) (973) 985-6363 (cell)	LeahDade@Patersonalliance.org
Dykes, Jamie (Mr.) President Chamber of Commerce	(973) 881-7300 (office)	jamie@greaterpatersoncc.org
Grant, Rosie (Ms.) CEO Paterson Education Fund	(973) 881-8914 (office)	rosieg@paterson-education.org
Guarasci, Robert (Mr.) CEO New Jersey Community Development Corp.	(973) 495-8802 (cell) (973) 413-1600 (office)	rguarasci@njcdc.org
Lee, Henry (Mr.) Consultant	(973) 202-3871 (cell)	leeh@paterson.k12.nj.us henrylee@optonline.net
Peterman, Francine (Dr.) Dean, College of Education and Human Services Montclair State University	(973) 655-5167	petermanf@mail.montclair.edu
Rios, David (Rev.) La Alianza Civica Ministerial	(201) 757-8524 (cell)	drl610@yahoo.com
Rose, Steven (Dr.) President Passaic County Community College	(973) 684-5903, 5900, 5901 (office)	srose@pccc.edu

Paterson Public School District – Staff Members

Corallo, Terry (Ms.) Executive Director of Information Services	(973) 321-2430	tcorallo@paterson.k12.nj.us
Kilpatrick, Richard (Mr.) Business Administrator	(973) 321-0703	rjkilpatrick@paterson.k12.nj.us
Newell, Laurie (Dr.) Chief Reform and Innovations Office	(973) 321-2307	lnewell@paterson.k12.nj.us
Riviello, JoAnne (Ms.) Executive Director for Principal Evaluation and Coaching	(973) 321-0647	jriviello@paterson.k12.nj.us
Sapara-Grant, Christopher (Mr.) Executive Director of Facilities	(973) 321-0961	csaparagrants@paterson.k12.nj.us
Shafer, Eileen (Ms.) Deputy Superintendent	(973) 321-2243	eshafer@paterson.k12.nj.us